



Joint Team 2010

**“ Developing the Joint
Government-Contractor Team of
Tomorrow.....*TODAY!* ”**

NORTHROP GRUMMAN



THE ART INSTITUTE OF CHICAGO

Love is a choice !



Teaming is also a choice !



Presentation Overview

- Joint Team 2010 Introduction
 - The ALMDS Team
 - The Joint Team 2010 Philosophy
- Criteria for Success
- Development of Joint Team 2010
- Lessons Learned
- Summary



The ALMDS Team

- Mission: Detect, classify, and localize floating and moored minelike objects in shallow water regions (aboard a CH-60S)
- Performance Criteria: Specified performance, on schedule and at cost.
- Goal: Initial Capability (IC) in CY2005
- Organizations
 - PMS-210 / PMA-299
 - CSS
 - Northrop Grumman AGS & BMS Team
 - Metron
 - Analysis & Technology
 - Many, many others...
- Personnel = 50+





Team Mission Statement

- “ Demonstrate that a highly motivated team emphasizing strong character and a positive attitude can develop and field a reliable, supportable, and maintainable ALMDS that meets all performance requirements, attains budget and schedule goals, and achieves the ultimate mission of saving lives and protecting ships.”



Joint Team 2010: A New Philosophy...

- A fully integrated self directed work team, consisting of Government, Contractor and Subcontractor / Vendor teammates, that “task organizes” to perform self directed work iaw a detailed program plan and is fully responsible and accountable for turning out a well defined segment of finished work through all aspects of its development.



Joint Team 2010: A New Philosophy...

- A new paradigm for teaming
 - “Best Athlete” approach
 - One mission, one schedule, one budget
 - Fully interactive
 - Streamlined for maximum productivity
 - Employ a mutually supporting philosophy for all team members

Joint Ownership of Product, Cost and Schedule !

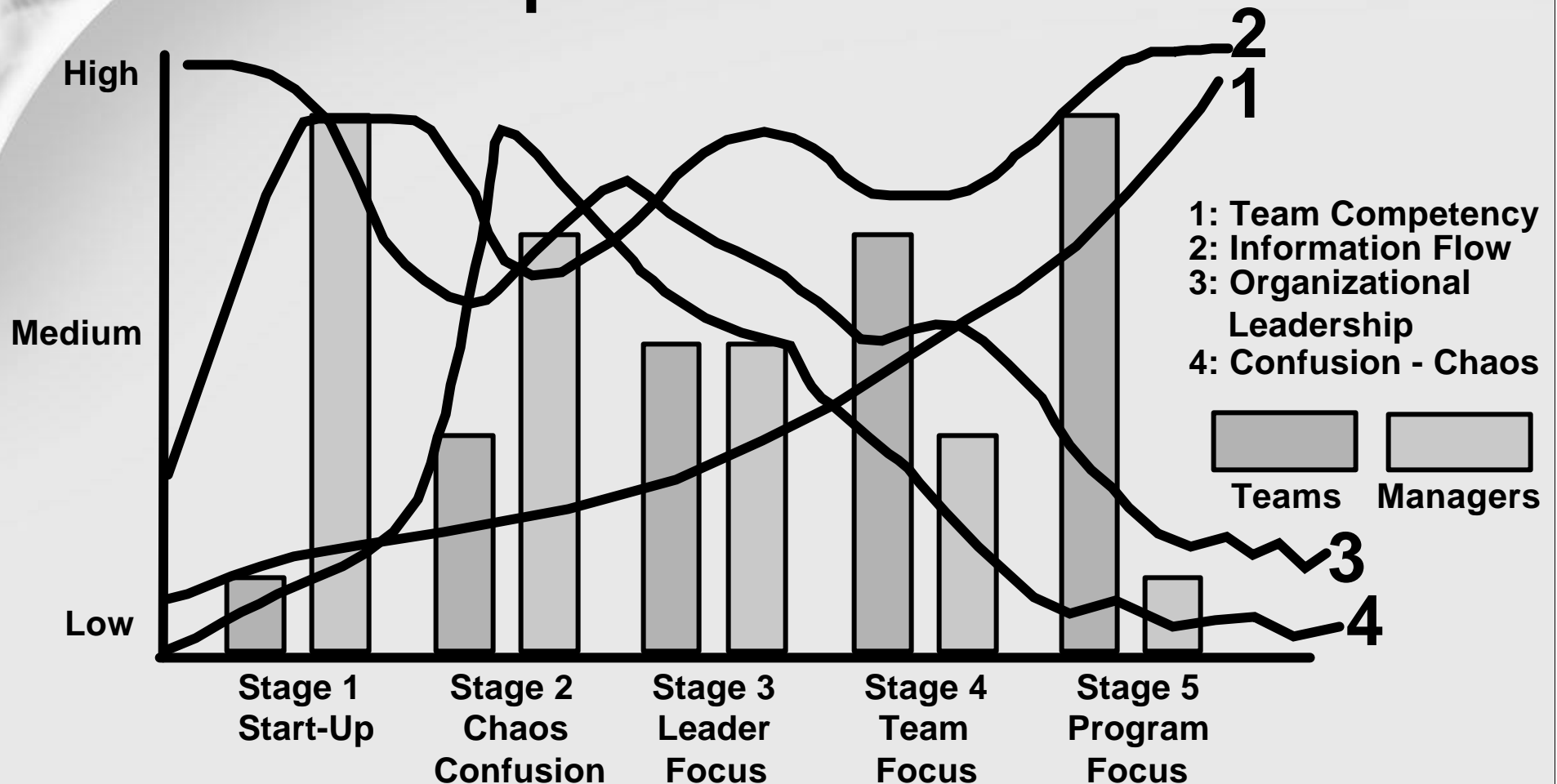


Criteria for Success

- Organization
- Team
 - Common Program Baseline
 - Personnel
 - Team Structure
 - Roles and Responsibilities
 - Lines of Communication
 - Management and Control
- Individual



Development of Joint Team 2010



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Lessons Learned: Organization

- Some programs are not compatible with teaming
- Some organizations, teams or individuals will not be compatible with teaming
- The team concept may be foreign to the parent organization

“ All of us are better than anyone of us !” Alan Doshier



Lessons Learned: Team

- Team members cannot be “uni-behavioral”
- Never be tied to a single team member
- All team members must be responsible for the product design, cost, schedule, profit and success
- Team leadership must be of quality and quantity

***"Never let your ego get so close to your position that
when your position goes, your ego goes with it."***

Gen Colin Powell

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Lessons Learned: Planning

- A detailed Plan of Action and Milestones (POA&M) must be jointly developed
- Planning must be long term, continuous and evaluative
- The team must work the details, the details, the details....., and then work the details!
- Everyone must work....

"Never neglect details. When everyone's mind is dulled or distracted the leader must be doubly vigilant." Gen Colin Powell



Lessons Learned: Implementing

- Plan enough meetings to do the job, but not so many you cannot do the job
- Focus on generating the material to develop the product, not developing material for meetings
- Pre-plan every meeting

"Fit no stereotypes. Don't chase the latest management fads. The situation dictates which approach best accomplishes the team's mission."

Gen Colin Powell



Lessons Learned: Problems

- Problems must be surfaced early and not put off because they are “too hard”
- Everyone, everyone must exhibit good judgement coupled with common honesty
- Team players must be flexible and willing to negotiate in resolving problems

“ Bad things and uncomfortable issues are not made in Napa-Sonoma; unlike a fine wine, they do not get better with time !” Robert Johnston



Lessons Learned: The Don'ts

- Don't.....
 - Forget who your customer is
 - Bite off more than you can chew
 - Say one thing and do another
 - Just follow the leader or the latest advice of the day.....make your own way

"Don't be buffaloed by experts and elites. Experts often possess more data than judgment. Elites can become so inbred that they produce hemophiliacs who bleed to death as soon as they are nicked by the real world." Gen Colin Powell

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Summary

- Joint Team 2010

“ True leaders are not those who strive to be first but those who are first to strive and who give their all for the success of the team. True leaders are the first to see the need, envision the plan, and empower the team for action. By the strength of the leaders commitment, the power of the team is unleashed.”

Unknown



It's Your Choice !

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Backup Charts for EWC

- The charts represent back up source material used for the creation of the EWC Brief provided on 25 October 2000.
- These charts are not envisioned for use in the brief, however, they do provide concepts and ideas relative to the JT-2010 concept.



Today's Integrated Product Team (IPT)

- In the beginning...
 - Work Group
 - Work Team
 - Self Directed Work Team



Criteria for Success: Organization

- Clear organizational mission
- Clear and attainable goals and objectives
- Clear expectations for technical performance, quality, schedule and cost
- Provide adequate resources
- Assign responsibility and accountability
- Provide and demonstrate “top level” commitment

All Of Management Must Agree !

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Criteria for Success: Team

- Common Program Baseline
- Personnel
- Roles and Responsibilities
- Lines of Communication
- Management and Control



Common Program Baseline

- Charting the voyage...
 - Clarify the mission and parameters
 - Select the initial work team sites
 - Establish and prepare the team
 - Kick off meeting(s) that cover the details
 - Adopt a framework for planning, management and evaluation
 - Draft a detailed preliminary plan

Joint Ownership of Product, Cost and Schedule !



Personnel

- The Crew....personnel are not assigned... they are selected !
 - Ability to work with others... as a team !
 - Knowledge of the effort
 - One of each implementation discipline
 - Influence at their respective levels
 - Notion of independence and involvement

Use The Best Athlete Approach !



Roles and Responsibilities

- The ships watch.....identify all aspects of the team's roles and responsibilities
 - Team / IPT / Working Group Leaders
 - Team members
 - Technical support teams
 - Managers
 - Executives

Everyone Must Have A Role And Understand It !



Lines of Communications

- Communicating with the rest of the fleet....
 - The team falls apart if communication stops
 - And it will stop over time
 - Clear, yet concise communications
 - Communication is with the team...not at the team
 - Communications as a group does not mean abdication of leadership

Maintain, Enhance And Monitor Communication !

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Management and Control

- Teaming does not mean reduced leadership or management
- Provide the minimum management and control necessary while leading
 - High trust: Turn them loose and monitor
 - Low trust: Start them with a mentor, lead and monitor, then watch them grow
- When in doubt....lead from the front !

Do Not “Skimp” On Management Or Leadership !

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Requirements for Success: Individual

- A “team player”
- Common honesty
- Notion of accountability and responsibility
- No “excess baggage”
- Multi-talented
- Willing to compromise and negotiate

Uni-behavioral Applicants Need Not Apply !



Development of Joint Team 2010

- Development Stages
 - Stage 1: Start-Up
 - Stage 2: Chaos - State of Confusion
 - Stage 3: Leader Focused
 - Stage 4: Team Focused
 - Stage 5: Program Focused



Development of Joint Team 2010

- Development Myths
 - Leadership is not needed
 - Teams will flourish without management
 - The new team culture is instant
 - Growth of teams is orchestrated
 - Teams are not linked with a larger team
 - Organizations will welcome teams
 - Everything will work well....all of the time, everytime and people are happy !